

ANNUAL NARRATIVE REPORT OF THE SUPERINTENDENT **MINUTEMAN MISSILE NATIONAL HISTORIC SITE**

FY 2005

(October 1, 2004 – September 30, 2005)



“...I have come to understand that my young-adult experiences at places much like the Delta One and Delta Nine missile facilities associated with Minuteman Missile NHS served to help define my values, attitudes and perspectives about the world and my self-awareness more than probably any other period of comparable length in my life.”

From a letter written to the South Dakota
media by visitor Steve Simmons,
Memorial Day, May 2005

Highlights

Fiscal year 2005 marked the second full year of operations for Minuteman Missile National Historic Site. As a new start-up area, personnel continued to concentrate efforts on planning and developmental issues in order for the site to become fully operational. Priorities centered on five emphasis areas – resource conservation, visitor facilities, interpretive services, public and staff health and safety, and routine administration. Identification of planning and developmental issues, including an implementation timeline, indicates 2010 as a target year for operational status. In FY05, Minuteman Missile received a budget increase for a net ONPS base of \$580,233 (compared to \$320,460 in FY04). The site continues a carry-over account of \$4.7 million for “establishing, operating, and maintaining the historic site” held specifically for planning and development of the future visitor center/administration facility.

Significant Fiscal Year 2005 accomplishments within the five emphasis areas included:

Resource Conservation

- Completed FMSS milestones, including Facility Condition and Asset Priority Indexes, for the historic structures at Delta-01 and -09.
- Using approved PMIS allocations, emplaced the propane tanks at Delta-01, painted the above-ground interior rooms at Delta-01, and initiated an oral history project.
- Finalized the site's nomination on the National Register of Historic Places.
- With support from the Regional office, completed the List of Classified Structures.



Minuteman Missile's List of Classified Structures totals 38 features including 14 “Nationally Significant” and “Contributing” items at the Delta-09 Launch Facility. One item is the Hardened UHF Antenna (marked by the conical-shaped fiberglass cover) which was used to link the missile silo with Strategic Air Command's airborne Launch Control Center a.k.a. Looking Glass.

- Conducted an inventory of facility contents (historic furnishings, archives, spare parts) at both sites.
- Filled the lapsed Cultural Resource Specialist position.
- Submitted an OFS request for Cultural Resource Management and Protection, and 10 new PMIS requests for cultural cyclic maintenance and repair/rehab projects.
- With support from the Regional office, began the Inventory of Cultural Landscapes.

Visitor Facilities

- Researched and completed a draft Line Item Construction submission for the new site's visitor center/administration facility and shuttle transportation area.
- With the assistance of GSA, finalized the lot lease agreement for the project office trailer site.



An official GSA lot lease was finalized between Minuteman Missile NHS and the landowner, The Badlands Trading Post, for the site's temporary location at Cactus Flat.

The site's address is:
21280 SD Hwy 240
Philip, SD 57567

- Submitted an OFS request to initiate a shuttle bus transportation program for visitors.
- Procured the "East Wing" addition to the current project office.

Interpretive Services

- Conducted a second year of interpretive guided tours of Delta-01 and -09, that included the first-ever tours into the underground Launch Control Center and doubling the amount of guided tours.



Fiscal Year 2005 marked the first season of allowing visitors access into the underground Launch Control Center. Protection Ranger Jack Hanson leads one of the summer tours into the former nuclear facility.

- Continued to initiate a long-distance learning program with live-feed camera technology and a new educational curriculum.
- Initiate a Long-Range Interpretive Plan
- Created and filled a new position for a GS-5/7/9 developmental interpretive Park Ranger.

Health and Safety

- Installed an emergency back-up generator and safety barriers at Delta-01, and completed a bio-hazard clean up at Delta-09.

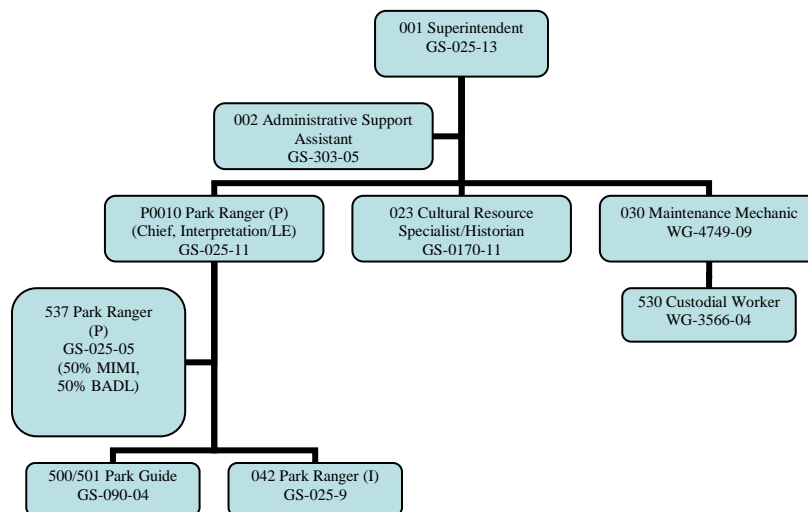


Delta-01's new back-up generator supplies complete power to operate the facility's elevator, HVAC, fire suppression system, and all other electrical units. Funding for the generator came from the site's carry over account.

- Completed all 35 items on the MWR Health and Safety Team inspection list.
- Created and filled two new seasonal positions – a janitor and joint law enforcement ranger with Badlands National Park.

Administration

- Revitalized the General Management Plan process and established the preferred location for the future visitor center/administration facility.
- Completed the new site's first Strategic Plan including the 2005 Annual Performance Plan.
- Filled the Administration Support Assistant position.
- Continued to enhance partnership relations with Ellsworth Air Force Base, the South Dakota Air and Space Museum, and others.
- Maintained a 65% fixed cost level for the Midwest regions 85% ceiling.



- Developed and received approval for the site's new organizational chart.

Administration & Management

- At the start of Fiscal Year 2005, site staff consisted of three permanent employees: Superintendent Mark Herberger, Protection Ranger Pam Griswold, and Maintenance Mechanic John Black (Administration Support Assistant Andrea Brown had just resigned due to her 70-mile one-way commute and personal circumstances). Similar to FY04, the challenges of administering and managing a new start-up park area were apparent from day one. Close to 300 items were identified on our “to-do” list and categorized into the five emphasis areas outlined the previous fiscal year:

- Resource Conservation
- Visitor Facilities
- Interpretive Services
- Health and Safety
- Administration

Obviously, a significant challenge for the staff centered on managing the workload for the new site, especially at the beginning of the fiscal year with only three employees but also continuing through the entire year. Although each member of the Minuteman Missile team had an official title and job classification, the actual duties performed by each were quite diverse. Almost every day, each employee had to wear one of many “different hats” in order to meet the various circumstances and tasks needed to be accomplished.

Imagine all of the routine day-to-day items, large and small, necessary for any well established park area to complete in order to function and carry-out their mission-oriented goals – all of the very same items and very same functions were necessary to complete at Minuteman Missile during 2005. Additionally, as a start-up park area, another layer of challenges arises for the site in that operations are a “blank slate”. Plans, responses, personnel and operational files, infrastructure, a library of Director’s Orders, creating an identity, collateral duties, studies, SOPs – all of the hundred-and-one baseline elements park units need and are sometimes required to implement in order to operate, have been necessary to begin and implement at Minuteman Missile. Despite the challenges of a new site and having only four permanent staff during FY05, many things contributed to the accomplishments seen at Minuteman Missile but none more than the contributions, dedication, and team efforts of the four permanent staff at the site.

Administration Support Assistant Jeanne Berry entered on duty February 20, 2005 as the fourth permanent employee at Minuteman Missile NHS. In addition to Jeanne’s regular duties, she has assumed responsibility for scheduling the site’s visitor tours, property management, and keeping the Superintendent on track and out of trouble. During FY05, Jeanne received two On-the-Spot Awards for her team efforts and performance.



- During Fiscal Year 2005, on several occasions the Regional Director and other members of the regional staff, congratulated and recognized Minuteman Missile personnel for their response to various “reply due” correspondences. Although the reply dues can sometimes be enigmatic and untimely, they are a normal “part of doing business”. Additionally, they do serve as a baseline of information for the new site, and assist the staff in learning all of the various facets, nuances, and mandatory reporting requirements for the bureau.

Eighty-five reply due memos were completed including background research into many of the memo subjects. Topics ranged from status reports to significant fiscal management issues and from protection-related annual reports to facility management milestones. A substantial amount of less-formal communications were drafted and sent, mostly pertaining to administrative needs and questions for the new site. Staff processed and responded to 287 email inquiries.

- Superintendent Herberger attended the Midwest Region Superintendents’ Conference from April 11 through 14 in Omaha. The agenda focused on three key themes: leadership, communications, and relevancy, along with the opportunity to meet and network with all of the other park managers in the region.



? Huh ? At the Midwest Region Superintendents’ Conference, on behalf of Minuteman Missile, Superintendent Herberger was presented a Safety Award from National Park Service Director Fran Mainella. The award was in recognition of 15 years of operations without an employee lost time injury. Not to ruin a good day, the superintendent thought it best not to advertise that the site had only been in operation for a year and a half.

Community Relations

- In order to further research General Management Plan-related issues, site staff continued to meet various community members, businesses, and agencies. The contacts served as a mechanism to not only initiate communications, but also assisted in obtaining useful information for the GMP. Meeting managers and staff from West Central Power Cooperative, for example, led us to discover that 3-phase power was not necessary for future development at Exit 131. Previously, the original GMP planning team moved forward with an assumption that costly 3-phase power routes would need to be constructed to supply needs at 131. The new contacts also served to supply the businesses with information on the development of Minuteman Missile. Similar to situations in FY04, the site's new staff discovered that many local and regional parties sometimes had little or no information, or misinformation, concerning the site.



Through initial and continued contacts with community utility companies, site staff discovered useful information for refining and reassessing Minuteman Missile's draft General Management Plan. Prior to Fiscal Year 2003, the original GMP planning group was under the assumption that supplying water needs to a future facility and Delta-01 (above) at Exit 127 would be as costly as supplying water to a facility at Exit 131. By developing a working relationship with the Lyman Jones Rural Water Company, it was discovered that current water supplies at Exit 131 would probably meet the domestic water and fire suppression needs without costly infrastructure improvements.

- Minuteman Missile continued memberships with the Wall and Philip Chambers of Commerce, the Black Hills Badlands and Lakes Association, and the Kadoka Community Association. All of the groups were provided updates on site development and planning, especially on the General Management Plan.
- Superintendent Herberger was invited and attended the “Change of Command” ceremony at Ellsworth Air Force Base on June 2. Commander Joe Brown was replaced by Col. Jeffry F. Smith.
- Eight news releases were drafted and distributed to local media. The coverage highlighted new personnel, visitor reservations and statistics, VIP programs, and the Exotic Plant Management Environmental Assessment.
- Former Missileer Steve Simmons, his wife, and friends visited Minuteman Missile for a Memorial Day tour. His visit to the historic site inspired him to write a letter to the South Dakota media on his tour, old memories, and values. A copy of his letter appears at the end of this report.

Cooperating Associations

- Fiscal Year 2005 saw no movement to create a formal agreement between Minuteman Missile National Historic Site and a cooperative association. Plans to develop such a partnership are on the site’s “to do” list with initial scoping and research scheduled for FY06. Potential association partners include the Badlands Natural History Association, the South Dakota Air and Space Museum, Eastern National, Southwest Parks and Monuments, and possible entrepreneurial businesses.



As a part of their routine business operations with Badlands National Park, the Badlands Natural History Association provides limited sales items, related to Minuteman Missile National Historic Site, to the public. In addition to this patch, a pin, and three different postcards are the initial interpretive products available at their sales outlets.

Cooperative Activities

Due to a pre-Fiscal Year 2004 agreement, Minuteman Missile became incorporated into the Wall-Badlands Vacation Package, a promotional campaign to draw more visitors into this area. Local businesses and agencies provide special incentives for potential vacationers to book a one or two-night stay in the area. A part of the incentive is for summer visitors to have a guided tour at the National Historic Site. Although a small percentage of our overall visitors, 75 of our tour slots were filled because of this package.

Coordinating the reservation package is Central Reservations (CenRes) Inc. out of Deadwood, SD. A task slated for FY 2006 will be to formalize the agreement with Cen Res. Although they provide the pro bono service of advertising and booking tours through the Wall-Badlands Vacation Package, there is currently no signed agreement with the site.

During the week of November 14, the Association of National Park Rangers held their annual conference A.K.A. the Ranger Rendezvous in Rapid City. The six nearby park areas, including Minuteman Missile, hosted the event. The Association is a non profit organization created to communicate for, about and with National Park Service employees concerning Service and System issues. One highlight of the Rendezvous was a field trip to Delta-01 and Delta-09, providing guided tours to over 25 members and their first viewing of the new site.

As a sidebar FYI, Superintendent Mark Herberger is the Editorial Advisor for *Ranger* magazine, the quarterly publication of the Association of National Park Rangers.

The NEKOTA group provides support assistance to park areas in Nebraska and the Dakotas in the areas of contracting, human resources, and permanent change-of-station. Marvel Schumacher coordinated two change-of-station moves, Ron Eilefson guided most of the site's service and maintenance contracts, and Denise Stewart supervised numerous personnel actions.

Superintendent Herberger coordinated the Fiscal Year 2005 NEKOTA meeting in Rapid City on February 8 and 9, and assisted with the combined superintendents' meetings and Northern Great Plains I&M meeting on the February 9 and 10.

- Support for Minuteman Missile continued to come from various individuals at Badlands National Park. Superintendent Secretary Pam Livermont and Personnel Assistant Barb Gartner received On-the-Spot Awards for their specific assistance to the site in FY05. Other valuable support was received from Linda Livermont for fiscal and AFS issues, Valerie Reeves for IT help, Protection rangers for patrols and call-outs, and Dennis Sharp for maintenance assistance in preparing the location of the "East Wing" addition.
- Cooperative activities were extended to Badlands National Park from Minuteman Missile. Reimbursements were provided for protection call outs, Lead facility

Management employee John Black continued to assist with the lock and key program for Badlands, Administration Support Assistant Jeanne Berry served as the interim Safety Officer for Badlands, and protection Ranger Pam Griswold provided active support and back-up for Badlands Rangers.

Development

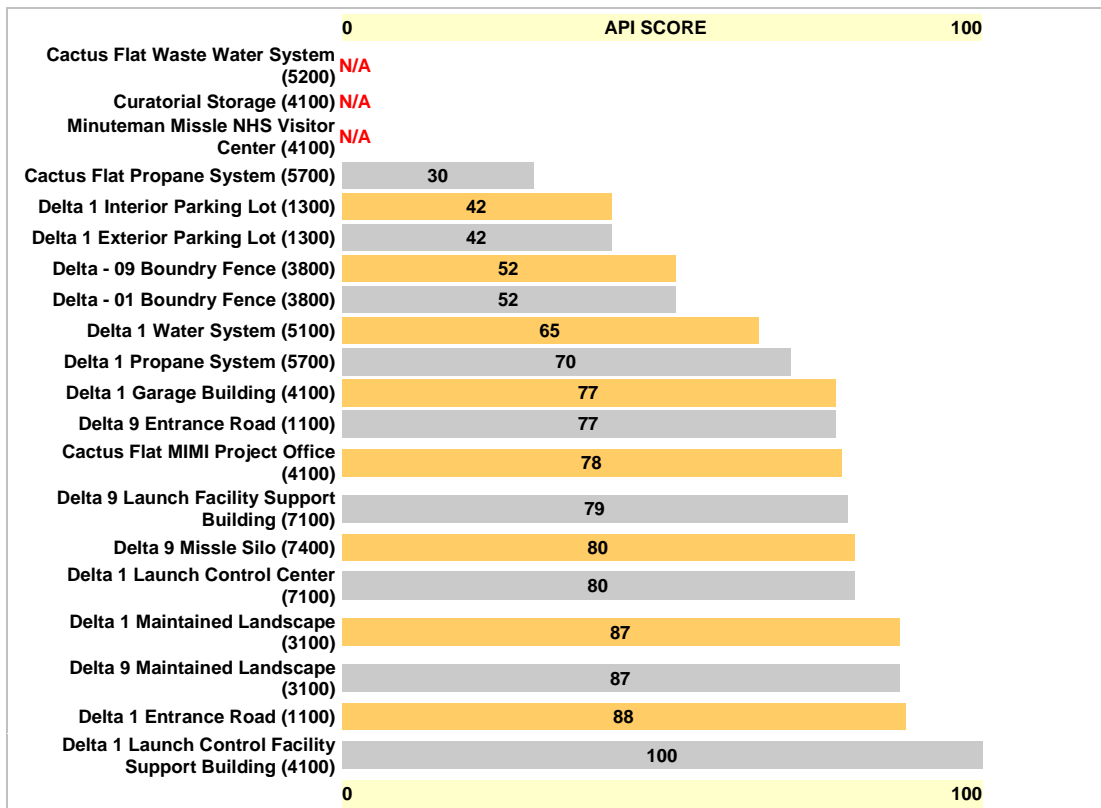
- After discovering that an informal rental agreement for the site's lot was not up to standard, site personnel contacted NEKOTA Contract Specialist Ron Eilefson to assist. He contacted GSA and Solicitor officials in order to begin the mechanism to draft and implement a new lot lease agreement. George Myser from the Denver GSA office coordinated the effort and the "Occupancy Agreement" was finalized on May 3, 2005. The agreement provides the site's lot landlord, the Badlands Trading Company, for appropriate monthly payments according to government legal and fiscal guidelines. In turn, rental rates are adjusted to any improvements provided to the lot by the National Park Service.



- As the site staff researched general management plan issues, along with line-item construction time frames, it became quite obvious that the current project office location (above) would be serving as Minuteman Missile's temporary visitor center/headquarters for many years to come. In order to accommodate expected increases in visitors and employees, site staff decided to procure an additional modular building; becoming known as the "East Wing". Using recommendations from the draft Long-range Interpretive Plan, a facility was purchased obligating 2005 funds, the location on our lot planned, and grading begun. The actual building is slated to arrive in FY06 along with providing utility hook-ups, signs, and construction of a connecting deck.

Facility Management

- Minuteman Missile's only maintenance employee, John Black took the lead in Fiscal Year 2005 with a variety of facility management issues including FMSS input and completion of deadlines, coordinating repair/rehab and cyclic maintenance projects, supervising the site's first-ever seasonal custodian, routine grounds maintenance, fleet management, safety issues, operating the facility management accounts, and establishing a draft Environmental Management System Plan. Because of John's assistance with IT issues on site he was given an On-the-Spot award and because of his performance in FY05, John received a Star Award.
- Site staff conducted their first Asset Priority Index evaluation process for Minuteman Missile's assets. Basically, the API measures the value of each asset and is used, with each assets' FCI scores to determine which assets to retain and at what level. Among other criteria, the API evaluation looks at each asset's in relation to its status, resource preservation, visitor use, park operations, and substitutability. In order to prepare for the evaluation, all three of Minuteman Missile's three permanent staff (as of December 2004) participated in a web training course. The API session was facilitated by Badlands Maintenance Assistant Julie Ann Hanes.



- Several facility management projects were completed, initiated, and/or obligated during Fiscal Year 2005.



After 12 years of being mothballed, many interior rooms in the support facility at Delta-01 showed signs of disrepair. Funding obligated from a FY04 Cyclic Maintenance project, provided repair and a fresh coating to restore the interior finish at the historic building.



Because of its health and safety implications, PMIS 77459 (replace propane storage tanks) was awarded through the Repair/Rehab program. The 85K funding allowed four new 4,000 gallon tanks to be placed underground at Delta-01. The underground tanks protect the integrity of the historic site, allow the removal of above ground propane tanks, and ultimately, replace the old diesel fuel system.

- Three other facility management projects were awarded in FY05: one through equipment replacement funds (service the furnace and heating system at Delta-01) and two through cyclic maintenance funds (clean and paint the personnel access tube at Delta-09, and Delta-09 Clean-up). The clean-up project was completed in FY05 and the other two projects are obligated to be completed in FY06.

Fiscal

- The ONPS budget for Fiscal Year 2005 began with the '04 base of \$327,000. An across the board increase added an additional \$13,000. A long-anticipated base increase was passed boosting the new site's base by \$293,000. The increase resulted from an OFS statement prepared for Minuteman Missile by Badlands Chief of Administration Marcia Huether prior to the site opening. After all assessments and adjustments, the final net figure for the site totaled \$580,233. Ten accounts were developed for Minuteman Missile's second year of official operations: Cultural Resources, Interpretation & Visitor Services, Visitor and Resource Protection, Facility Maintenance (contemporary assets), Facility Maintenance (historic assets), Facility Operations (contemporary assets), Utilities, Facility Operations, Administration, and Management. By the end of Fiscal Year 2005, the base was "zeroed out".

Additional funding awarded to Minuteman Missile National Historic Site in Fiscal Year 2005:

- Volunteer Account	\$ 762.00
- Volunteer Park Steward Event	\$ 500.00
- DSL Payments	\$ 1,668.00
- Replace Propane Tanks	\$ 81,620.00
- Paint Delta-09 Access Tube	\$ 5,910.00
- Superintendent-in-Training	\$ 2,000.00
- Equipment Replacement	\$ 12,000.00
- Oral History Project	\$ 17,400.00
- IT Chargeback	\$ 90.00
- Delta-09 Clean-up	\$ 2,500.00

The Visitor and Resource Protection account provided funding for a variety of programs, supplies, equipment, and personnel during Fiscal Year 2005. Accounting for 21% of the site's budget, this account was not only programmed for law enforcement salaries, but also contributed to support for Badlands National Park rangers, GSA rental for the site's law enforcement vehicle, security system upgrades, the service contract with Pennington County Dispatch, fire and elevator inspections, the Delta-01 boundary survey, refresher trainings, computer software and back-up equipment, fire extinguishers and other visitor protection-related equipment. Site Protection Ranger Pam Griswold supervised the 50-50 split position with Badlands NP, providing a seasonal Protection Ranger to patrol both units.



- In Minuteman Missile's enabling legislation, Congress instructed the Secretary of the Air Force to transfer to the Secretary of Interior any 1999 funds appropriated for the upkeep of Delta-01 and Delta-09. The funds are specified to be used for "establishing, operating, and maintaining the historic site". At the beginning of Fiscal Year 2005, the account totaled \$4,763,486. During the year, funds from the account were used to complete the emergency back-up generator project, to conduct the inventory of historic furnishings at Delta-01 and Delta-09, and to begin planning for the Long-range Interpretive Plan. Surplus funds, from the site's regular ONPS accounts toward the end of the fiscal year, were realigned into the development account, ending the year with \$4,734,398.
- In response to the MWR's "Living Within Our Means" challenge, Minuteman Missile provided a breakdown of the site's "fixed" costs as a percentage of the overall ONPS Base. At the time calculations were made, the site's fixed costs amounted to 64.7% of the base. Large portions of the discretionary funds went towards purchasing the "East Wing" and for two permanent change-of-station moves.

Interpretation & Visitor Services



One significant accomplishment for Fiscal Year 2005, allowing visitors to tour the Launch Control Center at Delta-01, was achieved once site employees mitigated all of the MWR's concerns on public health and safety access into the underground facility. During FY05, over 2,000 visitors experienced for the first time, Delta Flight's command and control center, where two Air Force Commanders could have initiated the launch sequence for ten Minuteman II nuclear missiles during the Cold War. During the FY05 summer season, tour groups were doubled compared to 2004. Two tours of six visitors each were conducted simultaneously; one group in the morning and one in the afternoon.

- Development continued on the site's Long-range Interpretive Plan that was initiated in Fiscal Year 2004. Harpers Ferry Center Interpretive Planner Jack Spinnler was selected to coordinate the project and scheduled an on-site workshop from October 18 – 22. Participants included Minuteman Missile staff, Harpers Ferry Center planners, National Park Service interpretive professionals, partners from the SD Air and Space Museum, Ellsworth Air Force Base, a local rancher, and a designer from the Denver Service Center. After reviewing site planning and developmental issues, reviewing goals and objectives of the planning exercise, and touring Delta-01 and Delta-09, the group finalized the week with foundation recommendations for short-term and long-term interpretive media.

During the course of the year, in coordination with Jack, site staff drafted several sections of the Long-ranger Interpretive Plan incorporating team recommendations and other ideas by the staff. Several draft editions were reviewed with finalization of the Plan slated for the early summer of 2006.

- Minuteman Missile was a recipient of a grant from Educational Services Unit #5(ESU #5) and Chairman Don Ferneding, that enabled the site to begin participation in a long distance learning program. The grant from ESU#5 provided equipment and DSL connections in order for the site to be able to participate in long distance learning opportunities with schools anywhere that have DSL connections and a teleconferencing system. This system will allow staff to show school children nationwide, or worldwide, the site in real time. This is an exciting opportunity to share Minuteman Missile with children who would otherwise never get to come to the Delta-01 or -09 for a visit.
- The official NPS brochure for Minuteman Missile was completed, printed, and delivered towards the end of Fiscal Year 2005. Begun in FY04, the Harpers Ferry Center designed and coordinated the project for the site.



- Continuing their summer “emergency” hire season from Fiscal Year 2004, park guides Kaci Bowers and Marsha Buchanan completed their tour of duty in early FY05. For calendar year 2005, two seasonal guides were hired, both of which had previous careers with the U.S. Air Force. Kerry Davis was a former Launch Control Commander at the Whiteman Air Force Base missile field and Chris Doecker was a former Flight Security Officer at both the Malmstrom and Minot Air Force Base missile fields. Their insight and personal experiences not only added to the interpretive experience, they also provided site staff with further information into the “behind-the-scenes” operations of the once-classified military facilities.



During FY05, tours consisted of six visitors and one site employee. At Delta-01, the visitors were introduced to not only the interior buildings and underground Launch Control Center, but also to exterior items such as antenna array, the recreational compound, the “Peacekeeper” response vehicle, and the historic landscape.

Lands

- Superintendent Herberger was contacted by Craig Snyder of the Performance Development Group, owners of the telecommunications towers near Delta-01 and Delta-09. Mr. Snyder was inquiring about placement of new cellular equipment on the “Ruland” tower near Delta-09. After inspection of the company’s photographs, sketches, and descriptions, with further communications, and with a site inspection by Protection Ranger Griswold, Minuteman Missile provided a decision of “no adverse impact” to the historic site.

During communications with Performance Development Group, Superintendent Herberger offered an idea for relocating the tower at Delta-01. Prior to 2003, the telecommunications tower was constructed in close proximity of the historic compound. At the time, consultation with the NPS was not undertaken and subsequently, the tower has never become operational. The company, however, pays the landowner rent for use of the property but lacks an income from telecommunications renters. As a possible win-win solution, Superintendent Herberger suggested that if the Performance Development Group relocated the tower slightly away from its present location and out of the site’s cultural landscape area (approximately $\frac{3}{4}$ mile), Minuteman Missile would then be able to offer an opinion of no adverse impact, and the company would then be able to lease tower space to cellular businesses. Since the tower would be relocated on the same landowner’s property, he too would be able to retain rent. No decision has been relayed back to the site.



Ever since the site officially began operations in October, 2003, detailing the boundaries at Delta-01 and Delta-09 has been in question. In Fiscal Year 2005, site staff arranged for a boundary survey of Delta-01. Using existing legal boundary descriptions from the 2002 transfers from the Air Force to the National Park Service, the project was contracted and completed to include corner markers. Later, staff from Badlands National Park measured the area inside the boundary using GPS technology – 6.423 acres. A boundary survey for Delta-09 is scheduled for FY06.

Personnel

- In response to the MWRs “Living Within Our Means” challenge, a tentative organizational chart was developed in Fiscal Year 2004 defining a possible employee scenario once the site received its “pending” base increase in FY05. With additional funding, the chart proposed filling the lapsed historian position, creating a developmental 5/7/9 interpretive position, increasing the number of seasonal guides from 1 to 2, adding a seasonal custodian, and creating a 50-50 “split” seasonal protection ranger position with Badlands National Park. The base increase was approved so site managers asked the MWR for approval in adopting the new organizational chart. Approval was granted during the winter of 2004-05.

Employees for the two permanent positions were hired at the end of Fiscal Year 2005 with their EOD dates scheduled for the first part of FY06. Chris Wilkinson, a

Lead Visitor Use Assistant at Jewel Cave National Monument and VIP at Minuteman Missile, became the site's first permanent Park Ranger (Interpretation). Harry S. Truman National Historic Site Museum Technician Mike Hosking, became Minuteman Missile's new Cultural Resource Specialist.

- Following National Park Service guidelines for human resources, new Employee Performance Plans for all employees were drafted and implemented following the new 5-level performance system.



The Fiscal Year 2005 gang at Minuteman Missile National Historic Site:

Seasonal Custodian Ardean Rogers Superintendent Mark Herberger
 Admin Support Assistant Jeanne Berry
 Seasonal Park Guide Kerry Davis Seasonal Park Guide Chris Doepker
 Maintenance Mechanic John Black Protection Ranger Pam Griswold

(missing is seasonal Protection Ranger Jack Hansen)

Planning

- Minuteman Missile's long-awaited draft General Management Plan arrived in early FY05 for internal review by site staff. This was the first time the new staff of Minuteman Missile (Superintendent Herberger, Protection Ranger Griswold, and Lead Facility Management employee John Black) had seen a copy of the draft GMP. Prior communications from the Denver Service Center planner mentioned that the document was "a very rough draft" – an accurate assessment. Although it was exciting to finally have the document in hand after so many delays, the plan itself was in need of significant editing and rewrites. Suffice to say, it was not only a difficult read, many of its concepts could be challenged with new information being researched and discovered by site staff.

Ever since the new staff arrived in Fiscal Year 2004, a top priority was to establish an administrative record of prior reports, decisions, and

correspondence relevant to the General Management Plan previous to their arrival. Accumulated information came from Badlands National Park, the NPS Midwest Regional Office, the Denver Service Center, South Dakota State offices, local communities, communications with land owners and local businesses, and with regional utilities. Organization and analysis of the new information uncovered and provided a fresh perspective on the Exit 127/Exit 131 "evaluation of appropriate locations" for the future visitor center/administration facility – an issue with significant connections to many sections of the draft GMP.

Additionally, during the summer of 2004, Minuteman Missile initiated and conducted its first season of visitor tours of Delta-01 and Delta-09. Visitor statistics and comments provided more information to site staff in order to compare and contrast the resource protection, visitor service, safety needs, and relative costs of the two locations.

With accumulation and analysis of the new information, site staff began to realize that perhaps, if the initial planning group (from 2001-2003) would have had the same information, they may have come to a different decision as to the preferred location of the future visitor center/administration facility. (During May, 2002, the original GMP planning group held a Choosing by Advantages workshop and selected Exit 127 as the preferred location for the future site).

As a result of comments and input from site staff sent to the GMP planners, MWR Planning Specialist Sandra Washington, proposed and scheduled an Omaha meeting for all of the parties to review some of the site's discoveries. In preparation for the visit, Superintendent Herberger asked the South Dakota Historic Preservation Office, the Department of Tourism and the Department of Transportation, to send in writing, their views and findings pertaining to the 127/131 issue. The March 16 meeting was attended by the site staff, Ellsworth Air Force Base Civil Engineer Tim Pavek, Regional staff Sandra Washington, Kathleen Willcuts, Tom Richter, Carolyn Wallingford and Michelle Watson, and Denver Service Planner Mary McVeigh and her supervisor. On account of discussions by the group, Sandra Washington suggested that a meeting with the Regional Director was crucial in order for him to learn about the site's new findings. That meeting was scheduled for April 15.

Attending the second Omaha meeting were Regional Director Ernie Quintana, Deputy Regional Director David Given, Associate Regional Director Al Hutchings, and Sandra Washington. Superintendent Herberger presented the information, researched and discovered by the staff over the course of the past year and a half, to the group; most significant were letters from the three state agencies favoring Exit 131. Supplemental information came from utility companies elaborating on estimated costs showing 131 to be less costly for electricity and water infrastructure improvements.

In researching GMP-related decision making and information available to the original planning group, Minuteman Missile staff received a validation letter from the South Dakota State Historic Preservation Office favoring Exit 131 as the location of the future visitor center/administration facility due to cultural landscape protection-related issues. "We feel that the setting, feeling and overall integrity of the Minuteman II NHS would be adversely affected by locating the visitor center at exit 127, near the facility". Apparently, this significant piece of information was not available to the original planning group in 2002.



The South Dakota Department of Tourism provided their input as to a preferred location for the future visitor center/administration facility in a May, 2005 letter to the site. Stating several reasons including visual effects, potential land development, and tourism, the letter opened with "...like to take this opportunity to convey the South Dakota Department of Tourism and State Development's strong support for siting the...Visitor Center at Exit 131...". Their supporting comments were apparently not available to the original planning group in 2002.

Stating cost, lighting, and safety issues, the South Dakota Department of Transportation sent a third letter to Minuteman Missile favoring Exit 131 as the preferred location of the future visitor center/administration facility. Apparently, their first two letters, containing similar information was not available to the original planning group in 2002.

- Through a series of follow-up calls, the regional planning staff began to evaluate and validate Minuteman Missile's new findings. In August, 2005, the Midwest Region Office decided that the draft General Management Plan/Environmental Impact Statement would show Exit 131. as the National Park Service preferred

alternative for locating the future visitor center/administration facility. All of the South Dakota Congressional offices were updated on the selection issue. The August, 2005 Program Review between the Regional Office and the Denver Service Center scheduled the Regional and WASO review of the draft for early Fiscal Year 2006. The 60-day public review was slated for early spring of 2006.

- Although the site lacked a general management plan in Fiscal Year 2005, nor did the site have a formalized Strategic Plan or Government Performance Results Act (GPRA) goals entered into the Performance Management Data System (PMDS), site staff developed our own internal set of goals to guide Minuteman Missile's second year of operations. Appropriate GPRA goals were selected and Annual Work Plan worksheets were completed.



Many of Minuteman Missile's GPRA goal selections focused on the site's cultural resources such as the facility at Delta-09. A viewing enclosure was designed and installed (2002) through a partnership with the U.S. Air Force and National Park Service. It allows visitors to see into the missile silo for a "close-up" view of the Minuteman II ICBM.

- In response to the Servicewide Comprehensive Call, site staff drafted 20 new project statements and entered them into the PMIS database. All of the previously submitted projects needed to be reviewed for accuracy, appropriateness, and slightly revised to include FMSS data. Eighteen of the "older" submissions were rewritten and resubmitted. Site staff prioritized 46 projects with the top five being: replace the leaking roof at Delta-01, the Line Item Construction for the future VC/HQ, replace unsafe electric panelboards, investigate water infiltration, and narrowband radio equipment replacement.



Five of the site's current PMIS submissions center on repair/rehab or cyclic maintenance projects for the historic garage at Delta-01. They include replacing the doors, replacing the roof and gutter systems, repainting the interior and exterior, repairing the attached sidewalk, and restoring the heating system.

Property

- During the week of October 24, a team of National Park Service museum personnel conducted a baseline inventory of the contents at Delta-01 and Delta-09 for accountability purposes. The group consisted of Team Captain Carol Dage, Blair Davenport, Tara McGill, Susan Haake, Mike Hosking, and Kristen Stalling. A comprehensive inventory of the structures' contents had never been completed by the NPS or the U.S. Air Force. The property inventory also included items and related archives housed at Ellsworth Air Force Base. At Delta-01 and Delta-09, 4,387 items were documented along with completion of their catalog worksheets in order to begin accessioning them into the site's museum collection.

The need for a baseline inventory of the historic site's contents became more critical when site staff discovered that, although the real estate and buildings at Delta-01 were transferred to the National Park Service, the actual contents were never included. In order to assist with an official transfer of the property, the U.S. Air Force requested an inventory to initiate the transaction.



- Prior to Fiscal Year 2004, personnel at Badlands National Park administered all of the programs for the newly established national historic site. Funding from the Air Force "hold over" account and the first ever Minuteman Missile ONPS budgets for Fiscal Years' 2002 and 2003 were utilized by Badlands to begin initial programs and hire support personnel. A protection ranger was assigned for Minuteman Missile and the necessary equipment and supplies for the position were also procured. The equipment included a Law Enforcement Tahoe SUV. After the protection ranger left, however, the vehicle was added to the Badlands' fleet but remained property of Minuteman Missile. Fast forward to Fiscal Year 2004 when the site became operational with its own identity and staff, prior procurements and purchases were not necessarily known to the new staff. When Visitor and Resource Protection Ranger Pam Griswold joined the staff, Minuteman Missile ordered a new GSA patrol vehicle for the site. In Fiscal Year 2005, as Minuteman Missile became responsible for its own property records, site staff discovered that several items, including the original patrol SUV, had been assimilated by Badlands. In essence, the staff at Minuteman Missile would like the vehicle "loaned out" for all of these years returned. The tug-of-war continues into FY06.

Public Use

- Reservations for Minuteman Missile National Historic Site's second season of guided tours began on April 1, 2005. Almost immediately, slots for the daily tours (Monday through Friday) began to fill. By the end of the visitor season, most if not all of the approximately 1,600 tour slots had been filled to capacity.

Although visitors arrived from 50 states, the largest percentage came from Minnesota, South Dakota, Illinois, Ohio, and Florida respectively. International visitors arrived from Germany, Canada, Netherlands, and elsewhere.

HOW DID VISITORS LEARN ABOUT MINUTEMAN MISSILE?

Badlands National Park employee	5%
Central Reservations Inc.	2%
South Dakota tourism books	16%
Minuteman Missile/NPS web page	54%
Local "word of mouth"	7%
National Park Service publication	2%
Other	6%
Local newspaper	6%
Walk-in	2%

Visitor comments about the historic site, the interpretive themes, and the tour guides were extremely positive. Many visitors took the time to assist us with suggestions concerning what they would like to "see" on future tours, what a future visitor center should include, and on their travel statistics. A highlight of the tours, was the ability to escort visitors into the underground Launch Control Center at Delta-01 for the first time.

- Although many South Dakota national park areas and attractions reported slight to moderate drops in 2005 visitation, Minuteman Missile was happy to report an increase. Compared to Fiscal Year 2004, site visitation was up 58%.

Research

- Dr. Stephen Bucklin and Dr. Robert Hilderbrand of the University of South Dakota conducted a series of oral history interviews funded through an Ethnographic PMIS submission. The study was conducted under an existing agreement between the National Park Service and the University via the Great

Plains Cooperative Ecosystem Studies Unit and coordinated by Michelle Watson from the Midwest Regional Office. Minuteman Missile staff identified a variety of potential interview candidates – mostly residents of western South Dakota whose property or businesses were affected by the Minuteman Missile complex. Interviews of seven “informants” were conducted in Wall, South Dakota from August 22 – 25. The list included Bill Cissell, Kerry Davis, Norman Fauske, David Fauske, Ric Husted, Don Paulsen, and William Bielmaier. The interviews will be processed, transcribed, and delivered to the site in Fiscal Year 2006.

Resources Management

Cultural:

- Protection Ranger Pam Griswold took the lead in “finding out” the status of Minuteman Missile’s Nomination on the National Register. The project, started when the site was established, was finally completed and signed-off by the “Keeper”. NRIS Reference Number 01000275 was signed off on May 5, 2005. The National Register boundary at Delta-09 lists 90 acres in order to include the former Air Force “concurrent and exclusive” use zones.



Through the assistance of Nancy Mannikko of the Regional Office, the site’s List of Classified Structures was completed in Fiscal Year 2005. Thirty-eight features are on the list including bollards and the historic gas pump, the hardened HF transmit antenna, the support bunker at Delta-09, the diesel fuel tank, warning signs and the security fence, and the helicopter landing pad.



- Minuteman Missile's Cultural Landscape Inventory was also completed during Fiscal Year 2005 thanks to the efforts of the Regional Office. The Inventory is a comprehensive listing of all historically significant landscapes within the National Park System. This evaluated inventory identifies and documents each landscape's location, physical development, significance, National Register eligibility, condition, as well as other information for park management. Two landscapes, one within the boundaries at Delta -01 and one within the boundaries at Delta-09 at the two Minuteman Missile landscapes identified in the CLI.

Natural:

- A review copy of the Northern Great Plains Exotic Plant Management Plan and Environmental Assessment was distributed for public comment in March, 2005. Although the public review was advertised by Minuteman Missile, the site did not receive any input. Later in the summer, all of the NGP park areas were advised to contact their respective SHPOs in order to receive their consultation. The site and State Compliance Coordinator Paige Hoskinson corresponded several times and concurrence was eventually provided. Finalization of the plan is scheduled for the first part of Fiscal Year 2006.
- Minor quantities of Razor Pro, Plateau, and MSO were applied to .018 acres at Delta-01 during Fiscal Year 2005. More applications were planned for Delta-01 and Delta-09 but continued rains during the spring and early summer cancelled the applications.

Safety

- During Fiscal Year 2004, site staff focused a considerable amount of time and effort resolving health and safety issues in order to allow public access into the underground Launch Control Center at Delta-01. By the end of that fiscal year, we received the "green light" to proceed with visitor services into the LCC contingent upon completing installation of the back-up generator. That significant project was completed in Fiscal Year 2005 using funds from the Air Force "hold-over" account. The generator was placed in a temporary location just outside the northeast corner of the Delta-01 compound with expectations to relocate it to a future parking area (once the General Management Plan is finalized) away from the historic compound. Although the original intent of the generator was to provide emergency power specifically for the elevator, the site's lead facility management employee's recommendation to have it power the entire facility i.e. fire suppression, lights, HVAC, and security systems, was designed into the new generator.



Another one of the Regional health and safety team's recommendation's from FY04 was to place barriers at the top of the elevator shaft ladder, and at the LCC "bridge". The new barriers were designed with the assistance of Regional employee Mark Wolterman and fabricated by the same Rapid City company that made the glass enclosure for Delta-09. Before and after images show the opening at the top of the elevator shaft for the ladder-catwalk. The shaft is 40 feet and leads to the access hallway for the LCC

- The site's emergency preparedness was tested once during the Fiscal Year 2005 summer season. On the same day, and shortly after Delta-01's annual elevator inspection, the elevator stopped midway during a tour. All of the site's elevator SOPs were in place and the tour group was safely lowered to the underground level manually. They were then escorted, one by one, up the ladder-catwalk to the surface without incident. Once all of the visitors were topside, one was overheard saying that "they should make this part of the tour". Apparently, one of the many relay switches controlling the elevator's gearing failed.
- On September 30, the site's Administration Support Assistant Jeanne Berry, traveled to Rapid City for an administrative-related training session. At 4:55, just prior to the end of Fiscal Year 2005's last work day, as Jeanne was returning to the project office in the site's GSA sedan, she was involved in a traffic accident. Fortunately, there were no injuries.



Ouch!

Training

- Fiscal Year 2005 marked the second year of the Midwest Region's Developmental Superintendent Program at Minuteman Missile. Initially, the program was designed for the site's superintendent to spend two years, in a training and developmental capacity, at Minuteman Missile as a GS-12. After two years, he/she would enter the third and final year of the training program, and be transferred to another Midwest park area as a GS-13 superintendent.

Considering all of the planning and development still necessary at Minuteman Missile, finalization of the General Management Plan, and community relations, Superintendent Herberger decided to forego the upgrade and transfer in order to remain at Minuteman Missile into Fiscal Year 2006 and for the foreseeable future.

- Like Fiscal Year 2004, travel restrictions affecting government employees allowed very little opportunities for site staff to participate in formal training courses. Although \$3,000 higher than FY04, the site's "Travel Reduction Target" was set at \$15,000. The MWR did provide an extra \$2,000 for training within the Developmental Superintendent Program. A sizeable amount of Minuteman Missile's FY05 Travel Ceiling needed to be allocated for non-Minuteman Missile employees for the Long-range Interpretive Plan and the museum Inventory.

Formal Training Received During Fiscal Year 2005

Long-distance Learning Training in NE	Pam
Cultural Resource Preservation in AZ	John
Superintendent's Conference in Omaha	Mark
FAS in Omaha	Jeanne
New Superintendent Training in D.C.	Mark
CAC in St. Louis	John
EMS at Rushmore	John

VIPs

- Program highlights for Fiscal Year 2005 centered on 1) hiring the site's first permanent interpretive park ranger who will oversee planning, development, and implementation of the site's future VIP program; 2) developing a Long-range Interpretive Plan outlining VIP possibilities; 3) 88 hours of critical "caretaking" maintenance for the historic assets at Delta-01 and Delta-09; 4) and increasing the VIP hours by 30% over the site's first year of operations.
- Lead Visitor Use Assistant at Jewel Cave National Monument, Chris Wilkinson, donated 281 hours of volunteer time to Minuteman Missile during Fiscal Year 2005. He volunteered on most of his days off from Jewel Cave. (Chris was hired on at Minuteman Missile at the end of FY05 as the site's first permanent Park Ranger (interpretation).

For his Eagle Scout Award project, Life Scout Andrew Pavek, from the Black Hills Area Council of Boy Scouts arranged a “leadership” program at Delta-01. He outlined the program, organized a scout work group, and completed replacing two significant features at the former military compound. One group of scouts seen below inside the compound, are preparing to replace the flagpole while another group outside the compound, are replacing the gas pump.



Visitor & Resource Protection

- Park managers at both Badlands and Minuteman Missile created a 50-50 split position between the two areas. The seasonal protection ranger position was designed to support Minuteman Missile by providing a law enforcement presence on weekends, and at times when Protection Ranger Pam Griswold was away. In addition to law enforcement duties, the position was also designed so the employee would provide 20% interpretation support for Minuteman Missile.
- Minuteman Missile's first visitor incident occurred during Fiscal Year 2005 when a neighboring landowner's horse decided to graze on a visitor's truck parked at Delta-01. Since then, the site now caravans all of the visitors' vehicles into the Delta-01 compound during the guided tours.

Future Vision

Memorial Day Reflection: The Significance of a Place

From a letter written to the South Dakota media by visitor Steve Simmons

This week marks the observance of Memorial Day, a time when the contributions of those who have served in our Armed Forces, and especially of those who died in defense of our nation, takes center stage in the public's consciousness. One year ago, Memorial Day [2004] served as a backdrop for observance of the 60th Anniversary of the D-Day landings at Normandy. In conjunction with that milestone, Veterans of all the participating nations in the Normandy invasion and their families visited the hallowed coast of France. Their reasons for journeying to this place were undoubtedly varied and complex. But for some it was certainly an opportunity to return to a place that had been extremely important in their formation as adult human beings. And as people grow older-and perhaps wiser-such experiences of returning to formative places can be very significant. All of us have places like this, whether we have taken the time to think about them or not-places where, as we look back on them now, we see very significant for helping to "form" us as the people who we are today.

This past week my wife and I, along with some special friends Steve and Jane [], made a visit to a very significant place for us located just east of Wall [South Dakota]. This place is the recently-established Minuteman Missile National Historic Site. Our time at the site turned out to be much more meaningful for me than I had anticipated. Thirty-three years ago, Steve and I served as Minuteman Missile Launch Officers and worked in Launch Control Centers and missile Launch Facilities much like those preserved in association with this historic site.

It is impossible for me to describe the emotions that Steve and I felt as we rode the elevator down into the below ground Launch Control Center for the first time since our last "alert" duties in May and June of 1972. Serving as a Missile Launch Officer was my hardest job – ever. I was just 21 years old when I completed my certification as a Launch Officer in the fall of 1968, and I have never had a job since that carried more responsibility or was more stressful. On each of our 24 – hour tours of duty, my Crew Commander and I had responsibility for ten nuclear-armed Intercontinental Ballistic Missiles.

On the good days, all ten green "on alert" lights on the Launch Control Console, each representing one of the missiles under our command, remained illuminated. Whenever there were mechanical malfunctions or security violations, we would receive alarm indications and would initiate response procedures that involved following any of a number of prescribed checklists. Sometimes these procedures included dispatching maintenance or security personnel to the unmanned missile Launch Control Center. The "worst case" scenario-one that all of us Launch Officers thought about but seldom discussed- was the prospect that we would one day receive a coded "launch message" from the Headquarters in Omaha, Nebraska, that would order us to execute the missile launch process. Most of us Launch Officers likely lived in some level of denial that such a "doomsday" scenario would happen, and thankfully such a launch message never came.

I have come to understand that my young-adult experiences at places much like the Delta One and Delta Nine missile facilities associated with Minuteman Missile National Historic Site served to help define my values, attitudes and perspectives about the world and my self-awareness more than probably any other period of comparable length in my life. Many of these are remarkably intact today.

Minuteman Missile National Historic Site is a unique and extremely important place for all of us. Although I would not expect everyone to experience the emotional impact in visiting this site that it had for me, but many people, and especially those from the "boomer" generation, do have strong impressions and values that were formed as a result of the "Cold War". Whether it was because of the "nuclear attack drills" in schools during the 1950s, the Cuban Missile Crisis of the early 1960s, the strong anti-Soviet rhetoric of the Reagan Administration in the early 1980s, or any number of other memories from the Cold War era, anyone forty or older likely carries some perspectives and values that were formed, in part, from having grown up during that time.

This Minuteman Missile National Historic Site is an extremely valuable resource for anyone who wants to know more about this period of our nation's history and its impact on our American culture. In time, as the Site develops greater recognition, I expect that it will become an important "tourist attraction", just as Normandy coast or even the Vietnam Memorial in Washington, D. C. have become over time. But for many visitors like myself, I expect that Minuteman Missile National Historic Site will also be a special place that serves as a catalyst for helping them to "make meaning" of a very formative time of their lives.

Sincerely.